

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2002/01/10 : CIA-RDP80-00473A000500100006-4

DD/A Registry
77-1498

DD/A Registry  
File Personnel-11

Executive Registry
77-413/4

2 MAY 1977

MEMORANDUM FOR: Deputy Director for Administration

FROM : E. H. Knoche  
Deputy Director of Central Intelligence

SUBJECT : Minority Employment

1. At the 24 February 1977 EAG meeting we discussed, in depth, a proposal by D/EEO to establish specific numerical EOD goals over a three-year period in a concerted attempt to more rapidly increase Agency minority employment. He feels that the setting of minority goals will increase the commitment of managers below the Deputy Director level and that this commitment is required before minority employment can be truly accelerated.

2. The Deputy Director of Personnel pointed out the inherent limitations surrounding our search for minority professional and technical applicants: the very small number of minority candidates available to fill specific Agency personnel needs, the intense competition from other employers for those few individuals, our relatively modest number of personnel requirements, and the competition for Agency jobs from large numbers of extremely well-qualified non-minority applicants. He also noted that even with these limitations, the Agency has, in fact, been making steady progress for the last four years.

3. I am fully aware of the difficulties facing this Agency in our effort to more rapidly increase minority representation and I certainly appreciate the progress made to date. From 1972 through 1976, for example, the percentage of Blacks in the Agency has steadily risen from 5.06% to 6.95%. In FY-75 and FY-76, 11% and 10.8% of our total professional/technical EODs have been minorities.

4. Nevertheless, I feel that more can and should be done. I am, therefore, assigning each Deputy Director and the Head of the E Career Service minority employment objectives both for the remainder of FY-77 and for FY-78. These objectives

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6. Objectives:

	<u>Remainder FY-77</u>	<u>FY-78</u>
Black	10	18
Hispanic	4	7

  
E. H. Knoche

STATINTL

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DD/A Registry  
77-1798

Executive Registry  
77-413/3

2 MAY 1977

MEMORANDUM FOR: Deputy Director for Administration

FROM : E. H. Knoche  
Deputy Director of Central Intelligence

SUBJECT : Minority Employment

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Black	10	18
Hispanic	4	7

7s/ E. H. Knoche

E. H. Knoche

Distribution:

Orig & ~~X~~ - Adse

1 - ER

1 - DDCI

1 - DDA

1 - D/Pers

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STATINTL

DD/Pers/R&P

(4 Apr 77)

(Signed) F. W. M. Jarey

Originator:

Director of Personnel

EB

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77-413/3

2 MAY 1977

MEMORANDUM FOR: Deputy Director for Science & Technology

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Deputy Director of Central Intelligence

SUBJECT : Minority Employment

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6. Objectives:

	<u>Remainder FY-77</u>	<u>FY-78</u>
Black	10	13
Hispanic	4	6

**E. H. Knoche**

E. H. Knoche

Distribution:

Orig & 1 - Adse  
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1 - DDCI  
1 - DDA  
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DD/Pers/R&P

(4 Apr 77)

(Signed) F. W. H. Jones

Originator:

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Executive Registry

77-413/3

**8 MAY 1977**

MEMORANDUM FOR: Deputy Director for Operations

FROM : E. H. Knoche  
Deputy Director of Central Intelligence

SUBJECT : Minority Employment

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	<u>Remainder FY-77</u>	<u>FY-78</u>
Black	6	10
Hispanic	2	3

E. H. Knoche

Orig & ~~1~~ - Adse  
1 - ER  
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1 - DD/Pers/R&P

(S. 57) 100-014 0704 100-014 0704

FILED IN 100-1011

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Executive Registry
77-413/3

**8 MAY 1977**

MEMORANDUM FOR: Head, E Career Service

FROM : E. H. Knoche  
Deputy Director of Central Intelligence

SUBJECT : Minority Employment

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6. Objectives:

	<u>Remainder FY-77</u>	<u>FY-78</u>
Black	1	3
Hispanic	1	2

~~for~~ E. H. Knoche

E. H. Knoche

Distribution:

Orig & X - Adse  
1 - ER  
1 - DDCI  
1 - DD/A  
1 - D/Pers  
1 - DD/Pers/R&P

STATINTL DD/Pers/R&P [REDACTED] (4 Apr 77)

(Signed) F. W. M. Jenney

Originals:                     

Director of Personnel ER

EE

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DD/A Registry

77-1997

15 APR 1977

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Minority Employment

1. Attached, for your signature, are memoranda to each Deputy Director and the Head of the E Career Service, which set out minority employment objectives for the remainder of FY-1977 and for all of FY-1978.

2. We arrived at the component objectives by first analyzing the minority goals they had earlier set out in their APP's and their total external personnel requirements. We then looked at the goals in light of our capability to recruit professional/technical minority candidates as evidenced by EOD's to date, minority applicants currently in process, and the fact that the 76-77 academic recruiting season is just about over.

3. As a result, we established an FY-77 Agency minority employment objective of 74 -- 50 Blacks and 24 Hispanics. Of this number, 25 EOD'd during the first six months of FY-77, leaving a net objective of 49 for the remainder of the year. For FY-78, the total Agency objective is 84 -- 59 Blacks and 25 Hispanics.

4. For the remainder of FY-77, the Agency objective breaks down as follows: DDA - 14, DDS&T - 14, DDI - 11, DDO - 8, and the E Career Service - 2. In FY-78, component objectives are: DDA - 25, DDS&T - 24, DDI - 17, DDO - 13, and the E Career Service - 5. In the attached memoranda the goals are set out as Black and Hispanic sub-objectives.

5. We believe these goals represent the maximum obtainable under the very best of circumstances. In all candor, the chances for success are substantially less in FY-77 than for FY-78. We will, however, do everything we can to supply the largest possible input of qualified minority cases and to keep the Minority Employment Coordinator system working as efficiently as possible.

(Signed) F. W. M. Janney

DISTRIBUTION:

F. W. M. Janney

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- 1 - ER
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- 1 - D/Pers
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DD/Pers/R&P

7 Apr 77)

STATINTL

THE JOINT CHIEFS OF STAFF (JCS) HAVE BEEN ADVISED THAT THE  
 DEPARTMENT OF DEFENSE (DOD) IS CURRENTLY CONSIDERING THE  
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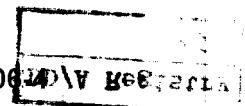
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PERS 77-1073

DA 77-1998

ER - 77-413/4

*2 May 77*

MEMORANDUM FOR: Deputy Director for Intelligence

FROM : E. H. Knoche  
Deputy Director of Central Intelligence

SUBJECT : Minority Employment

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6. Objectives:

	<u>Remainder FY-77</u>	<u>FY-78</u>
Black	6	10
Hispanic	5	7

*/s/ E. H. Knoche*  
E. H. Knoche

Distribution:

Orig & 1 - Adse  
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1 - DDCI  
✓ 1 - DDA  
1 - D/Pers  
1 - DD/Pers/R&P

DD/Pers/R&P [REDACTED] (4 Apr 77)

(Signed) F. W. CL. Gentry

Originator:

Director of Personnel

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
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# OFFICIAL ROUTING SLIP

12 APR 1977

TO	NAME AND ADDRESS	DATE	INITIALS
1	Associate Deputy Director		
2	for Administration 7D 26, Headquarters		
3			
4			
5			
6			

<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION
<input type="checkbox"/> COMMENT	<input type="checkbox"/> FILE	<input type="checkbox"/> RETURN
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE

## Remarks:

This is a counter to D/EE0's quotas suggested directly to the DDCI. Hank asked Ben for anything that might be more realistic.

I have signed my memorandum to the DDCI but not the memoranda to the Deputies, and am sending the package to you unofficially first for your reaction.

FOLD HERE TO RETURN TO SENDER	
FROM: NAME, ADDRESS AND PHONE NO.	DATE
Director of Personnel	11 APR 77
Approved For Release 2002/04/10 : CIA-RDP80-00473A000500100006-4	CONFIDENTIAL



**ADMINISTRATIVE - INTERNAL USE ONLY**

Approved For Release 2002/01/10 : CIA-RDP80-00473A000500100006-4

REF 77-1013

DDA 77-1958

MEMORANDUM FOR: Deputy Director for Science & Technology

FROM : E. H. Knoche  
Deputy Director of Central Intelligence

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E. H. Knoche

Distribution:

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✓ 1 - ER  
1 - DDCI  
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1 - DD/Pers/R&P

DD/Pers/R&P

(4 Apr 77)

(Signed) F. W. M. Janney

Originator:

Approved For Release 2002/01/10 : CIA-RDP80-00473A000500100006-4 Personnel

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97-1073  
DIA 77-1978

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3. I am fully aware of the difficulties facing this Agency in our effort to more rapidly increase minority representation and I certainly appreciate the progress made to date. From 1972 through 1976, for example, the percentage of Blacks in the Agency has steadily risen from 5.06% to 6.95%. In FY-75 and FY-76, 11% and 10.8% of our total professional/technical EODs have been minorities.

4. Nevertheless, I feel that more can and should be done. I am, therefore, assigning each Deputy Director and the Head of the E Career Service minority employment objectives both for the remainder of FY-77 and for FY-78. These objectives

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cover professional/technical individuals only since minority clerical employment does not pose a problem. For the first five months of FY-77, 17% of our clerical EODs were minorities.

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6. Objectives:

	<u>Remainder FY-77</u>	<u>FY-78</u>
Black	10	18
Hispanic	4	7

E. H. Knoche

Distribution:

Orig & 1 - Adse

☒ - ER

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DD/Pers/R&P

(4 Apr 77)

Originator:

Director of Personnel

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PERS 72-1073

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DV 77-1998

MEMORANDUM FOR: Deputy Director for Operations

FROM : E. H. Knoche  
Deputy Director of Central Intelligence

SUBJECT : Minority Employment

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6. Objectives:

	<u>Remainder FY-77</u>	<u>FY-78</u>
Black	6	10
Hispanic	2	3

E. H. Knoche

Distribution:

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1 - DDCI  
✓ 1 - DDA  
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DD/Pers/R&P

(4 Apr 77)

(SIGNED) E. H. Knoche

Originator:

Director of Personnel

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PERS 721073

DDA 77-1998

MEMORANDUM FOR: Head, E Career Service

FROM : E. H. Knoche  
Deputy Director of Central Intelligence

SUBJECT : Minority Employment

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6. Objectives:

	<u>Remainder FY-77</u>	<u>FY-78</u>
Black	1	3
Hispanic	1	2

E. H. Knoche

Distribution:

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✓ 1 - ER  
1 - DDCI  
✓ 1 - DD/A  
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STATINTL DD/Pers/R&P [REDACTED] (4 Apr 77)

Originator: [REDACTED]  
Director of Personnel

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1077

MEMORANDUM FOR: Acting Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Minority Hiring

REFERENCE : Memo dtd 9 Feb 77 to ADCI fr D/HEO;  
subject: Minority Hiring

You have asked for our comments on the referenced memorandum by the Director of Equal Employment Opportunity:

1. We have restricted the thrust of our remarks to minority professional/technical hiring.

a. We have consistently stated, and still believe, that the Agency does not have a problem in recruiting black clerical employees. As of 31 January 1977, there were 587 clerical applicants "in process." Of these, 118 were black. Ironically, our success in hiring minority clerical employees simultaneously serves to lower the average grade of black employees on duty and, in turn, suggests to some minority grade discrimination.

b. Recruiting Hispanic clerical employees has proved more difficult, but we are taking additional steps to improve our position in this regard.

2. Finding and hiring minority professional and technical employees has been a constant challenge to the Agency since it started its minority drive in CY 1974. We are dealing with a numbers problem which we view quite differently than does the Director, EEO.

a. The small number of minority candidates that are available to fill specific Agency personnel needs -- this requires an analysis of the outside "pool" from which applicants are chosen;

b. the intense competition from other employers for those few individuals;

c. our relatively modest number of new personnel requirements; and

d. the competition for Agency jobs from large numbers of extremely well-qualified, non-minority applicants.

3. In FY 1974 the Agency entered on duty [redacted] new professional/technical employees; in FY 1975 the number was [redacted] and in FY 1976 it was [redacted]. For FY 1977 the projected figure is [redacted]. About 80 percent of our FY 1977 needs are for individuals with substantive skills and experience or for academic concentration in specific areas. Examples are electronic engineers, physical scientists, computer scientists, electronic technicians, foreign language specialists and graduate level research economists. The remaining 20 percent of our requirements are for generalists, mostly at the GS-07 entry level.

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4. Of the professional/technical employees hired in FY 1976, 56 percent had Bachelor's degrees (most majored in engineering, math and the physical sciences); 25 percent had Master's degrees; and 12 percent had their Ph.D.'s. Specific statistical data about minority participation in those fields of critical importance to us are limited, but according to the New York Times, blacks received only 5.3 percent of the Bachelor's degrees granted in 1974. They received 3.5 percent of the Doctorates given in that year, with nearly 60 percent of such Doctorates in the field of education. A 1973 study by the American Council on Education shows that only one percent of the graduating engineers were black; there were only 110 blacks in graduate schools who were majoring in economics and 67 blacks in graduate schools majoring in physics. Even if these numbers have risen, they would still represent a very small pool from which to recruit. In summary, the qualifications the Agency has heretofore sought in Agency professional/technical employees are in extremely short supply in the minority market.

5. To reach the small supply, our recruiters have substantially increased their participation in university Minority Career Days, often accompanied by representatives of operating components. We are, however, not alone in such ventures. This year at the Minority Career Day at Michigan State University, there were approximately 250 prospective employers from government and industry represented. At the University of Michigan, the number of prospective employers totaled in the

neighborhood of 200. These are not isolated occurrences; even at small black universities, the pattern is similar. We were in competition with approximately 100 other employers at both Hampton Institute and Virginia State College.

6. This competitive atmosphere is prevalent wherever we pursue the high-grade minority prospect, even in our search for co-op employees. Our co-op interests center primarily on engineering students and those in the mathematics and computer sciences fields. Here, too, our recruiters are accompanied by representatives of interested operating components. We are competing, for example, with 15 other government agencies and 111 companies from private industry at Virginia Polytechnic Institute and State University alone.

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8. The Director, EEO has recommended that the goal for the first year of his proposed three-year program be 100 new black professional and technical employees. This figure represents 21 percent of the total FY 1977 professional/technical requirements. Our statistics indicate that to enter on duty 100 employees, the Agency must select about 300 applicants for processing, which in turn would require a minimum input of 600 complete applicant files. Even in 1974, our best minority recruiting year, we were able to produce only 350 black professional/technical applicant cases for Agency employment consideration. In the light of this ratio, we feel the goals recommended by the Director, EEO would require a substantial reduction of minority applicant quality and blatantly, possibly in violation of law, disregard the excellent qualifications of substantial numbers of non-minorities. Even with lower standards, this number of applicants may not exist in certain of the major disciplines for which requirements for FY 1977 have been established.

9. With regard to Hispanics, the applicant pools are even smaller. The 1973 study previously quoted reveals that while 4.4 percent of the total graduate school population was black, only 1.1 percent was Hispanic. Since 1975, when our aggressive Hispanic recruitment drive began, contacts have been made, sources explored and developed. Two recruiting trips have been made to Puerto Rico, which have produced tangible results; but,

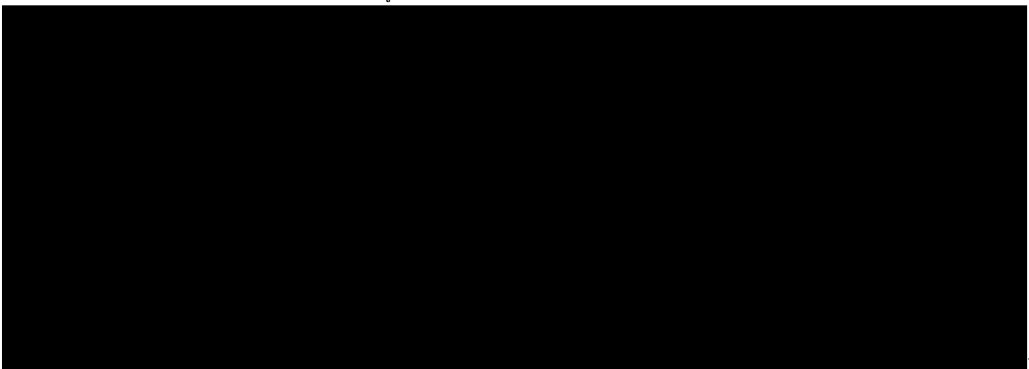
more importantly, have laid a solid foundation for an effective long-term relationship. One of our Management-by-Objectives for FY 1977 is to increase the number of qualified professional and technical Hispanic applicants by 20 percent over the number of such applicants for FY 1976, i.e., from 97 to 116. We have attached a report of our field recruiter activity in the Hispanic area over a three-month period. I think you will find it impressive.

10. We are planning to redirect the efforts of our field recruiters so that still greater emphasis is given to the exploitation of minority sources. We have already made attempts at approaching the "inner circles" of minorities on college campuses, i.e., student leaders who appear to be able to better communicate with minority populations than can Placement Directors and Career Counselors. We are finding this to be particularly true of the Hispanic population. Black forums and similar Hispanic organizations are being contacted. Efforts in this direction have only recently been initiated, but we are confident that they will eventually bear fruit. In order to ensure more complete coverage of the universities in the southeast, we are studying the reestablishment of a regional recruitment office in Atlanta, Georgia, rather than attempting to cover a large and potentially productive area from our Washington headquarters.

11. In summary, we certainly share the concerns of the Director, HEO in the entire field of minority employment. Our differences with him, however, deal with the matter of timing and the facts of life.

a. On timing. Even with all of our difficulties, over the last five years the percentage of blacks in the Agency has steadily risen from 5.06 percent to 6.95 percent;

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<u>Years</u>	<u>Total Agency Strength</u>	<u>Number of Blacks</u>	<u>Percentage of Blacks</u>
1972			
1973			
1974			
1975			
1976			

The number of blacks in the Agency has increased by 281, or 35 percent, in five years. We have reason to count on an even better rate of growth this year. Toward this end, our new system for handling minority applicants is working and is bearing encouraging results, particularly the continuing increase in the number of minority applicants "in process." As of this writing, five black professionals and one Hispanic have either entered on duty or are scheduled to enter on duty in February. On the basis of our "in process" number, we are confident that a year from now the proportion of Agency minorities will be substantially increased due to the extra effort of our recruiters and decision makers and because of the new Minority Employment Coordinator approach.

b. The numbers proposed by the Director, EEO do not bear any relationship to the realities of the applicant pool with which we must contend, the modest number of Agency requirements, the competition from other employers and the job competition from highly qualified, non-minority applicants who more than fully possess qualifications in certain disciplines.

12. In light of the broader perspective we have attempted to describe above, the goals specified by the Director, EEO are impossible to achieve within the time frame proposed unless the Agency consciously directs a lowering of employment standards. No one, including the Director, EEO, has ever felt that we should.

F. W. M. Janney

Attachment

Distribution:

Orig - Adse

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WMJanney:bkf (16 Feb 77)

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ATTACHMENT

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source. He also has been in touch [REDACTED] which is close to many Hispanic organizations and which is passing on a number of referrals to us.

#### MIDWEST AREA

The midwestern states have a scarcity of Hispanics who are pursuing higher educations and prospects here are poor. [REDACTED] has advised the placement directors at all universities in his territory of our needs and has also been in touch with CSC offices in Chicago and Detroit. These are more than cooperative but the referral of qualified professional and technical applicants is low.

#### SOUTHWEST AREA

This area, represented by [REDACTED] should prove to be one of our more lucrative territories insofar as Hispanic recruitment is concerned. During the week of 6 December, [REDACTED] visited a number of schools to open up doors for staff and co-op recruitment. Visited were New Mexico State University and the University of Texas at El Paso, both of which have large Hispanic populations. These visits were followed up during the same week with appearances at St. Mary's University at San Antonio and the University of Texas at San Antonio where we will participate during the month of February in a career day presentation on the 16th which will be followed by recruitment interviews on the 17th. Texas A&I University was visited on 9 December and arrangements were made for [REDACTED] return on the 14 for interviewing. On the same day Pan American University at Edinburg was visited and a recruitment date was established for 15 February. Bill advised that all of the foregoing schools have evidenced total cooperation with our effort and he expects some good results in the coming months.

#### ROCKY MOUNTAIN AREA

[REDACTED] has visited and elicited the cooperation of the following schools: University of Utah; Ft. Lewis College, Durango, Colorado; Adams State College, Alamos, Colorado; and South Colorado State University at Pueblo. All have invited Jack to return for interviews and he plans to follow up his contacts during the month of February. [REDACTED] also has relayed our needs to the CSC offices in Salt Lake City and Denver.

#### SOUTHERN CALIFORNIA

[REDACTED] has made return visits to California State University at Los Angeles which does not appear to be a good source for our needs. He has also returned to San Diego State



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REFERENCE

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77-413

9 February 1977

MEMORANDUM FOR: Acting Director of Central Intelligence  
FROM : Director of Equal Employment Opportunity  
SUBJECT : Minority Hiring

1. This memorandum contains a recommendation outlined in paragraph 5 for your approval.

2. The attached third quarter reports from the Black and Hispanic Program Coordinators illustrate a regression in total Agency recruitment and/or hiring efforts to a level which, if continued, could place us in competition for last place among federal agencies with respect to the statistical record of the employment and utilization of minorities. As you recall, it was a comparable situation which four years ago prompted our aggressive recruitment and hiring efforts which resulted in our hiring 54 black professionals in 1974. Not since that year have our results been so favorable.

3. The recent procedural change which placed the handling of selected minority applicants in the hands of the Minority Hiring Coordinators is likely to shorten the application review time and hasten an excessively slow decision process. However, should this procedure prove successful, there is little expectation that it alone will provide a sufficient quantity of EOD's to reverse the present downward trend.

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c. The DCI and the DDCI and the Deputy Directors should make clear their intention to hold each Agency component accountable for their share of the responsibility to accomplish the Agency goal. Should the estimated quantitative goals prove to be administratively infeasible for the Directorates they may of course be adjusted.


The DCI, DDCI and Deputy Directors should address from the outset their understanding that "quotas" is almost universally a pejorative term. Nevertheless, in almost every area of endeavor, except that at hand, quantitative goals are used as an effective management tool.

In any case, the adoption of this approach would necessitate strong management support and involvement at all levels to prevent "tokenism"; the allegations of "reduction of standards for numbers sake," or charges of "reverse discrimination."

In short, we would be initiating a clear system of managerial responsibility that transcends any concern with the quantitative goal.

6. Should you desire further information or wish to discuss these recommendations, my staff and I are at your disposal.

STATINTL

  
Omega J. C. Ware, Jr.  
Director  
Equal Employment Opportunity

Approved:

\_\_\_\_\_  
E. H. Knoche  
Acting Director

5 December 1976

MEMORANDUM FOR: Director, Equal Employment Opportunity

SUBJECT : Hispanic Program Third Quarter Report

1. The Agency's Hispanic employees now constitute slightly more than one percent of its total population. We still remain one percentage point below the immediate goal set by the Management Committee in 1975. While there is some justification for taking pride in this accomplishment we would be better served in examining why we have not done better.

2. The Agency continues to receive applications from generally well-qualified Hispanics. In recent months the system for processing these applicants has been streamlined; the Office of Personnel has created a new staff, and senior officials within each directorate have been appointed as "arbiters" to insure that each minority applicant is given a fair hearing. Despite these improvements in the mechanical aspects of recruiting and placing minority applicants, little progress in furthering the Agency's minority programs can be detected. The answer to this failing, therefore, may be that our commitment to increased minority hiring is on the wane, particularly at the directorate level. As an example of this trend is the fact that of 16 Hispanics hired through 30 September, the DDO has accepted 1 (plus 1 part-time); the DDI 4; the DDS&T 4; and the DDA 7.

3. The offices that have hired the most Hispanics in the past two years are NPIC and the Office of Security. The Director of Security has on several occasions commented on how well his Hispanic recruits are doing. The secret to this success, of course, lies in the fact that someone, in this case the Director of Security, was willing to give a number of well-qualified applicants a chance. Unfortunately, other office directors have been less willing to do the same thing.

4. Another problem is that Hispanic applicants generally do not score well on the Professional Applicant Test Battery, used by many offices as one of the bases for


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raised in a bilingual environment, and therefore are at a disadvantage in the testing. Serious consideration should be given to translating the exam into Spanish or finding another one that can be administered more equitably.

5. I must again point out that our poor showing with regard to minority employment leaves us open to justifiable criticism from Congress, the Equal Employment Opportunity Commission, and the Civil Service Commission, among others. I would appreciate it if you would personally reiterate your concern about this issue and at the same time forcefully encourage an increase in minority hiring.

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Hispanic Program Coordinator  
Office of Equal Employment Opportunity



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